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ABSTRACT

As the higher education environment becomes more turbulent, administrators and academic leaders are caught between opposing forces that demand change and at the same time resist it. This book provides some guidance for academic leaders based on the study of three significant academic units at the University of California, Los Angeles (UCLA), and their responses to change. Specific recommendations are made about steps that can be taken to enhance the process of change. The chapters are: (1) Navigating in Uncertainty; (2) UCLA and Its Larger Environment; (3) The Anderson School; (4) The Graduate School of Education and Information Studies; (5) The Department of Physics and Astronomy; and (6) Managing Change. (Contains 28 references and a 54-item bibliography.) (SLD)